

2 FAM 420 OPENING A POST

(CT:GEN-408; 05-30-2013)
(Office of Origin: M/PRI)

2 FAM 421 TIMING

(CT:GEN-408; 05-30-2013)
(State Only)

- a. Bureaus requesting authorization to open a post should formally enter into the process as early as possible to allow for inclusions of resource requests into future budget submissions.
- b. In cases where this is not feasible, the requesting bureau should be prepared to work closely with:
 - (1) The Bureau of Comptroller and Global Financial Services (CGFS) to determine the availability of funds; and
 - (2) The Bureau of Human Resources (HR) to determine the availability of personnel.

2 FAM 422 IMPLEMENTATION OF FINAL DECISION

2 FAM 422.1 Establishment of Post

2 FAM 422.1-1 General Policy

(TL:GEN-164; 01-09-1974)
(State Only)

When a decision to open a post has been reached, the acceptance of the foreign government is necessary and must precede any public disclosure of the proposed action.

2 FAM 422.1-2 Missions

(TL:GEN-164; 01-09-1974)
(State Only)

- a. Normally, a diplomatic mission is officially established as of the date of the

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 2
General

ceremonial presentation of credentials by the chief of mission to the host government, although international comity permits the establishment of a mission after a mere exchange of notes.

- b. The regional bureau is responsible for the prompt issuance of any instructions to the chief of mission designate which are necessary for the establishment of the mission.

2 FAM 422.1-3 Consulates and Branch Offices

(TL:GEN-164; 01-09-1974)
(State Only)

- a. In the case of a consulate, consulate general, branch or special office, the regional bureau instructs the diplomatic mission in the host country to request personnel actions, instructs the mission to request provisional recognition.
(NOTE: When a consular district is delimited to include more than one state, the consent of each state is required for the commencement of the performance of consular functions. (See subchapter 2 FAM 450.))
- b. The date on which such a post is officially established is determined by the supervisory post or mission (with the concurrence of the regional bureau) and usually coincides with the arrival at the post of the officer-in-charge. The host government is informed of this date. The principal officer is requested to open the post to the public as soon as the acquisition of suitable quarters, arrival of personnel, etc., permit, and to communicate such opening date in advance to the supervisory post or mission and to the Department. The supervisory mission communicates this date to the host government.

2 FAM 422.1-4 Consular Agencies

(TL:GEN-164; 01-09-1974)
(State Only)

- a. In the case of a consular agency, the regional bureau instructs the supervising post to nominate a suitable candidate, acceptable to the host government, for the position of consular agent (see 3 FAM 992.1). Following the requisite personnel actions, the regional bureau instructs the mission to request provisional recognition.
- b. The date on which a consular agency is opened officially is determined by the supervising post, and usually coincides with the date the consular agent takes the oath of office. The host government is informed of this date. (A consular agency may not be open to the public simultaneously with a Foreign Service post in the same city or town; that is, one of the two must close as of the day prior to the official opening date of the other.)

2 FAM 422.2 Administrative Procedures

(TL:GEN-164; 01-09-1974)

(State Only)

- a. When the final decision has been made to open a post, the regional bureau notifies affected posts and offices of the pertinent facts and probable effective departmental date of the action.
- b. Affected offices take prompt action on the decision and give the regional bureau timely information as to any instructions which are relayed to the field. This responsibility includes the coordinating and forwarding of timely information and instructions to the posts affected, such as:
 - (1) Economic, political, and intelligence reporting requirements and establishment of other agency programs;
 - (2) Consular services or activities to be performed or reassigned; consular district delimitations; security coverage;
 - (3) Assignment of personnel (including fiscal), including pertinent information about travel arrangements, recognition, provisional allowances, provisional wage scale (FSL);
 - (4) Provisional allotments of funds and authority to incur necessary operating expenses;
 - (5) Lease or purchase of appropriate office and residential quarters (including furnishings, if any);
 - (6) Shipments of current publications, regulations (for example, Foreign Affairs Manual) and/or instructions, vehicles, supplies and equipment, including cryptographic and classified materials, signs, coats of arms, seals, etc.; and
 - (7) Routing of communications by courier, pouch, mail, and telegraph; records management.
- c. The regional bureau is responsible for coordinating all activities in the opening of a post. The following suggested checklist may be reproduced (with names, telephone extensions, etc.) and used by the bureau, although the items listed are not necessarily in order of priority nor applicable in each case (see 2 FAM Exhibit 422.2).
- d. The reports and responsibilities listed in subchapter 2 FAM 090 indicate the administrative action which must be taken, as soon as applicable or necessary, after establishment of a post. Subchapter 2 FAM 090 serves as a guide in complying with the post reporting and action responsibilities. It does not include unscheduled reports nor does it list all administrative responsibilities.
- e. Responsible officers in the field are expected to draw from their experience (as well as refer to other chapters and volumes of the manual) for whatever additional guidance they may require. The relative priorities of the reports and

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 2
General

actions are determined by the principal officer or the supervisory post. However, any special instructions which the Department sends to the field normally are given higher priority.

2 FAM 423 OPENING OR REOPENING A CRITICAL THREAT OR HIGH RISK, HIGH THREAT POST

(CT:GEN-408; 05-30-2013)

- a. The opening or re-opening of a critical threat post or a high risk/high threat post requires expanded multi-bureau planning, implementation, and support.
- b. See 12 FAH-6 H-012, Threat Categories and Levels, for definitions of a critical threat post and a high risk/high threat post.
- c. To ensure these expanded services are provided with strong and integrated coordination, the Department uses a multi-bureau support cell model. Senior leadership initiates the process of establishing a planning cell which will reside in the appropriate regional bureau and will include relevant stakeholders. The planning cell is responsible for conducting a mission analysis and drafting an operations plan.
- d. Upon approval of a course of action from regional bureau leadership, an implementation and support cell is created under the direction of the regional bureau Principal Deputy Assistant Secretary and supported by all necessary bureaus for the specific situation, along with other agency coordination.
- e. Refer to 2 FAM Exhibit 423.1 for a typical support cell organization chart, 2 FAM Exhibit 423.2 for a work process map documenting the steps which determine a situational plan of action, and 2 FAM Exhibit 423.3 for a checklist document which can be used when creating an operational plan to open or re-open a post. The first checklist includes broad questions for consideration by senior leadership. Then, by bureau, there are more detailed checklists specific to the bureau tasks, as well as post checklists. These checklists can be updated based on lessons learned. It is important to note that the checklists are a guide to assist with planning and not a set of requirements.

2 FAM 424 THROUGH 429 UNASSIGNED

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 2
General

2 FAM Exhibit 422.2

Procedural Action and Responsibilities for Opening, Closing, or Changing Post Status

(TL:GEN-273; 09-14-1991)

Action	Action Responsibility When Requested	Notes
a. Preliminary decision	Assistant Secretary, regional bureau	2 FAM 422
b. Final decision	The President for diplomatic missions; The Under Secretary for Management for consular posts and agencies, and branch and special offices.	2 FAM 410 and 2 FAM 423
c. Acceptance of proposal by foreign office	Executive director, regional bureau	Normally through diplomatic mission (2 FAM 424 and
d. Public disclosure	Public affairs adviser and Executive director, regional bureau	Through mission for public disclosure abroad(2 FAM 420 and
e. Public Notice in the Federal Register of field organization of Department (Foreign)	Directives Branch (OIS/RA/DIR)	Periodic updating of previous Public Notice based on FAM's issued (2 FAM 1121-2 FAM 1125)
f. Establish post complement:		
(1) Recognition	Executive director, regional bureau	
(2) Assignment	Appropriate personnel office and regional bureau	
(3) Travel	Bureau of Personnel (PER/EX)	
(4) Provisional allowances	Allowance Staff (A/ALS)	
(5) FSL salary schedule	Executive director, regional bureau	
g. Consular district delimitations	Executive director, regional bureau	(2 FAM 451) Clear with the Office of the Geographer (INR/GE) for precise terminology of areas

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 2
General

Action	Action Responsibility When Requested	Notes
		involved; If passport, visa, or other, citizen services, clear also through the Bureau of Consular Affairs
h. Foreign Affairs Manual Transmittal Letter covering FAM change announcing official and/or public opening of a post, consular agency, branch, or special office	Executive director, regional bureau Directives Branch (OIS/RA/DIR)	Include as appropriate, information on consular jurisdiction, delimited consular districts, and any appropriate notes on consular services performed, for inclusion in the consular districts list (2 FAM 051 Exhibit 051)
i. Foreign Affairs Manual Transmittal Letter covering FAM change announcing closing or change of status of post, consular agency, branch, or special office	Executive director, regional bureau; Directives Branch (OIS/RA/DIR)	2 FAM 420, 2 FAM 430 and 2 FAM 440
j. Intelligence interests	Bureau of Intelligence and Research	11 FAM 400
k. Economic reporting requirements	Bureau of Economic and Business Affairs	Bureau should indicate whether separate Combined Economic Reporting Program (CERP) is necessary
l. Political reporting requirements	Country director, regional bureau	
m. Information, affairs programs	Public affairs cultural and public adviser; Executive director, regional bureau	Coordinate closely with the Bureau of Public Affairs and USIA
n. AID programs	Assistant Administrator for Program and Management Services, AID	
o. USIA programs	Assistant Director (Administration), USIA	
p. Allotments to post	Executive director, regional bureau	

UNCLASSIFIED (U)

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 2
General

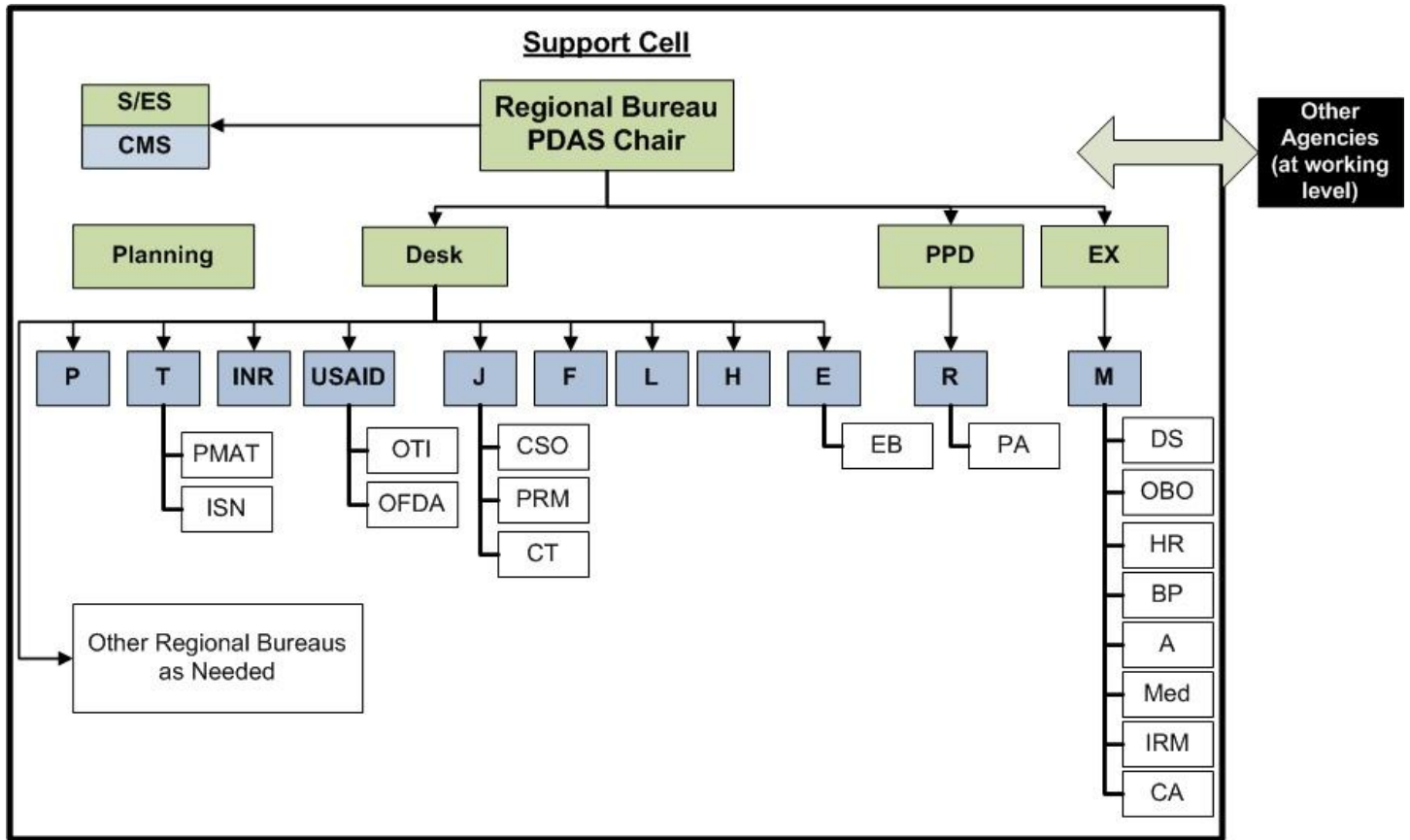
Action	Action Responsibility When Requested	Notes
q. Financial arrangements	Financial Operations (FMP/FO)	Designation of USDO or agent cashier and authorized certifying officer; Establishment of bank account, etc.; Fiscal supplies and accounting instructions
r. Consular services	Visa Office (CA/VO); Passport Office (CA/PPT); Office of Overseas Citizens Services (CA/OCS)	Clear passport issuing authority of post beforehand
s. Security coverage	Bureau of Diplomatic Security (DS)	
t. Marine guards	Bureau of Diplomatic Security (DS)	
u. Passenger and non-passenger vehicles	Supply and Transportation Division (A/OPR/ST)	Requires appropriately obligated documents
v. Contracting and leasing Office and residential space	Area officer, Office of Foreign Buildings (A/FBO); Executive director, regional bureau	
w. Pouch facilities	Bureau of Diplomatic Security (DS)	
x. Telegraphic facilities	Bureau of Diplomatic Security (DS)	
y. Courier facilities	Bureau of Diplomatic Security (DS)	
z. Cryptographic facilities	Bureau of Diplomatic Security (DS)	
aa. Office furniture, supplies, and equipment (including seals and shield)	Supply and Transportation Division (OPR/ST); Executive Director, regional bureau	Requires obligated requisition from fiscal reporting post or bureau
bb. Household furnishings for principal officer and staff	Office of Foreign Buildings; Executive director, regional bureau	
cc. Household equipment	Office of Foreign Buildings;	

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 2
General

Action	Action Responsibility When Requested	Notes
	Executive director, regional bureau	
dd. Publications:		
(1) Foreign Affairs Manual	Directives Branch (OIS/RA/DIR)	Request appropriate volumes by telegram or memorandum; For TLs call/write PS/PR
(2) Foreign Affairs Handbooks	Directives Branch (OIS/RA/DIR)	Request appropriate volumes by telegram or memorandum; For TLs call/write PS/PR
(3) Department of State Procurement Regulations (DOSPR-See 6 FAM)	Supply and Transportation Division (OPR/ST); Directives Branch (OIS/RA/DIR)	
(4) Standardized Regulations (Government Civilians, Foreign Areas)	Allowances Staff (A/ALS)	
(5) Federal Travel Regulations	Publishing Services (IS/OIS/PS)	Subscribe through OIS/PS/GP
(6) Jones Legal Forms	Regional bureau	
(7) Martindale-Hubbell Directory	Regional bureau	
(8) Laws Applicable to Immigration and Nationality, 1953 Edition and Supplements	Regional bureau	
(9) Supply Center Stock Catalog	Regional and Washington Supply Centers	
(10) Other publications	Regional bureau	
ee. Records operation	Records Management Staff (OIS/RA/RD)	
ff. Title and rank	Executive director, regional bureau; Chief, Presidential Appointments Staff (PER/CDA/PAS); Title and rank officer (PER/CDA/FS)	

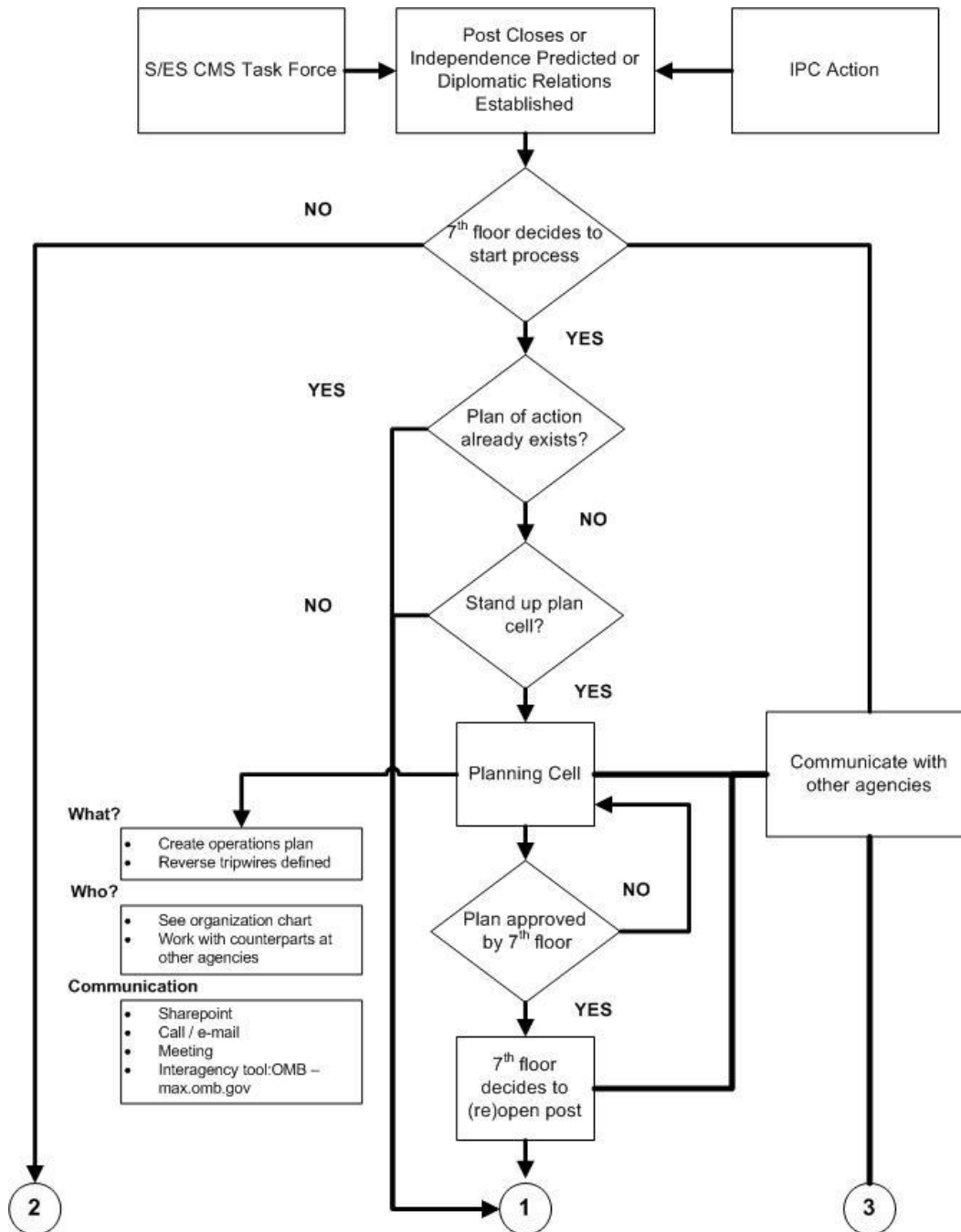
2 FAM Exhibit 423.1 Support Cell Organization Chart

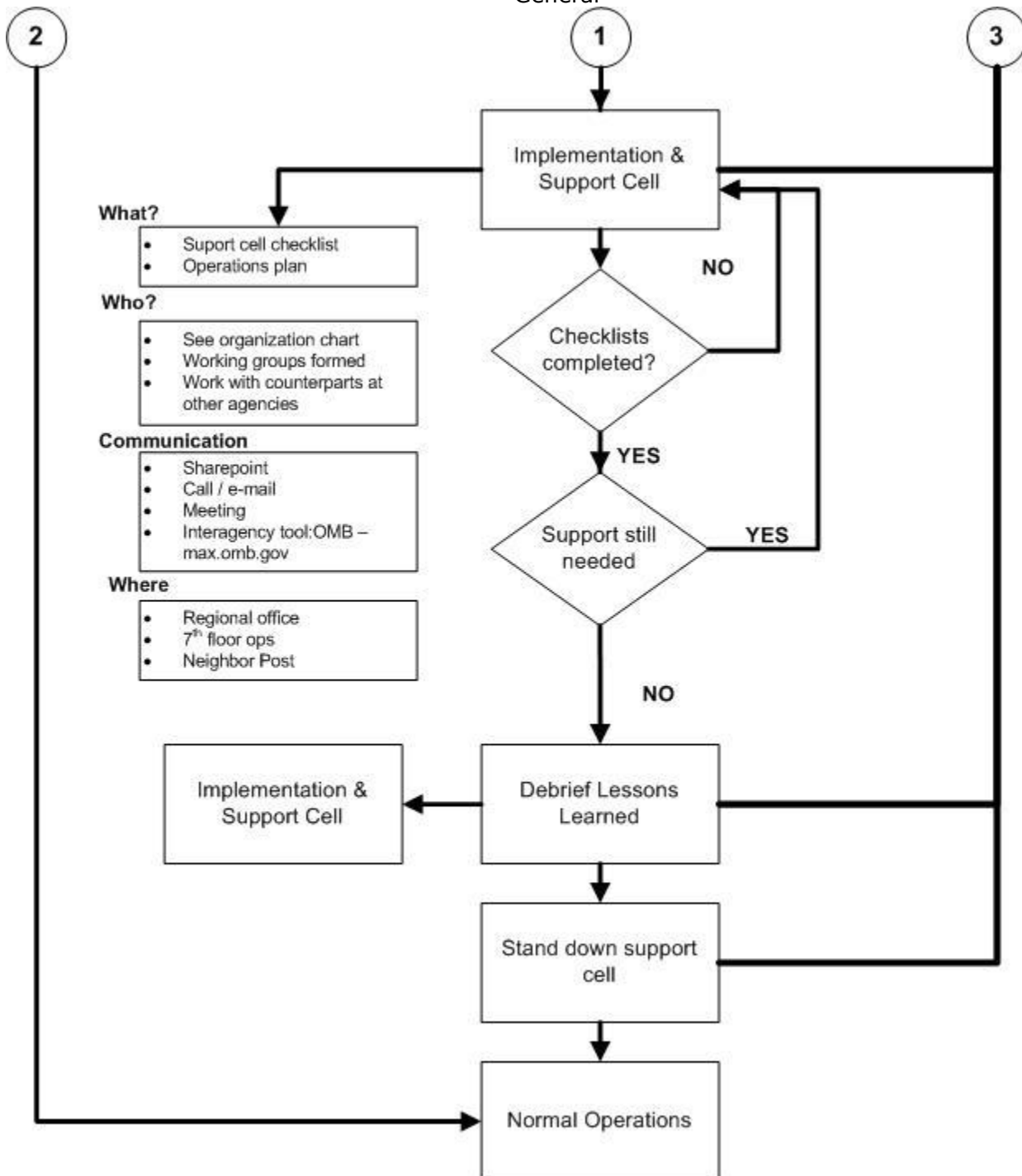
(CT:GEN-408; 05-30-2013)



2 FAM Exhibit 423.2 Planning, Implementation, and Support Cell Process Map

(CT:GEN-408; 05-30-2013)





2 FAM Exhibit 423.3 Master Checklist

(CT:GEN-408; 05-30-2013)

Create Plan of Action see Exhibit 2 FAM Exhibit 423.4
What Transition Planning Working Groups are needed?
Who will be the overall coordinator?
Who will be the deputy coordinator?
Is an alternate command center needed?
What is the timeline desired for return?
Limit or deny VIP and CODEL visits during initial stage.
For consideration:
Political Affairs (P) see Exhibit 2 FAM Exhibit 423.5
Areas to consider: Political Transition; Crisis Management; U.S. Presence; Civilian protection; Political/Government Consolidation; Opposition Support; Accountability
Arms Control (T)
Political-Military Action Team (PMAT)
Areas to consider: Chemical Biological Weapons (CBW); Security; Consequence management; response; international engagement; contingency planning; Peace Keeping Operations(PKO);
Counter-Proliferation (conventional); Border Security; Counter Terrorism (CT); security sector assistance to transitional entity; SJSR/DDR; Public Order Management
Economic Growth, Energy and Environment (E)
Areas to consider : Sanctions and Economic Recovery; Sanctions unwinding; financial issues; bilateral and multilateral assistance for economic and reconstruction assistance beyond the humanitarian phase
Intelligence and Research (INR) ; Office of the Legal Adviser (L); Legislative Affairs (H); Office of U.S. Foreign Assistance (F)
Civilian Security, Democracy and Human Rights (J)
Areas to consider Humanitarian Relief/Refugees; International support mechanisms
Prepare the post for new attacks by understanding the physical layout of the post as well as ensuring that post leadership and the regional bureau understand what assets are available.
Public Diplomacy and Public Affairs (R) see 2 FAM Exhibit 423.12 and 423.11
United States Agency for International Development (USAID)
Areas to consider : Prioritize needs; deploy goods and services to supplement, rehab, help provide basic services – including water, elec., sanitation, telecom – in humanitarian and reconstruction phases

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

Executive Office (EX): see 2 FAM Exhibit 423.22
Return of USG personnel (boots on the ground) - Areas to consider: return movement; security of personnel; establishment of secure support platform, including communications, facilities, and movement capability; pre-staging of assets; logistics chain
Diplomatic Security (DS) see 2 FAM Exhibit 423.9
Is security appropriate for the threat level? Review the recent risk assessments. What needs to be done to achieve appropriate security?
Overseas Buildings Operations (OBO) see 2 FAM Exhibit 423.15
What is the status of the existing facilities? Based on approved projected staffing, what are the facility needs (office, housing, and support)?
Information Resource Management (IRM) see 2 FAM Exhibit 423.7
What level of communication is needed: unclassified, classified?
Administration (A) see 2 FAM Exhibit 423.21
What is needed in-country? What about sustaining the presence - fuel, etc.?
Budget and Planning (BP) see 2 FAM Exhibit 423.17
How will funding be sourced?
Human Resources (HR) see 2 FAM Exhibit 423.13
How large will the presence be in-country? What can be done remotely? What staff will be sent in initially?
Consular Affairs (CA) see 2 FAM Exhibit 423.19
Is there a consular infrastructure in country? If not, what level of consular services will be provided?
Office of Medical Services (MED) see 2 FAM Exhibit 423.20
What medical support is available? Where is the closest medical support?
Other Agencies: Is military presence needed?
Mobilize - Move in to country (Post actions)
Front Office / Policy see 2 FAM Exhibit 423.6
Public Diplomacy (PD)/ Public Affairs Officer (PAO) see 2 FAM Exhibit 423.12
Regional Security Officers (RSO) see 2 FAM Exhibit 423.10
Management Officer (MO) see 2 FAM Exhibit 423.23
Facilities see 2 FAM Exhibit 423.16
Information Management Officer (IMO) see 2 FAM Exhibit 423.8
General Services Officer (GSO) see 2 FAM Exhibit 423.24
Financial Management Officer (FMO) see 2 FAM Exhibit 423.18
Human Resources Officer (HRO) see 2 FAM Exhibit 423.14
Consular Affairs (CA) see 2 FAM Exhibit 423.19
Medical Office (Med) see 2 FAM Exhibit 423.20
United States Agency for International Development (USAID)
Other Agencies: Which agencies will go back in initially?

UNCLASSIFIED (U)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

2 FAM Exhibit 423.4

Planning

(CT:GEN-408; 05-30-2013)

Plan1	The Department establishes an initial planning cell based around a core of designated Department-level professional planners that operates under the regional bureau and includes stakeholders/SMEs as required based on the mission.
Plan2	Using the DOS Deliberate Planning Process, the initial planning cell receives the mission and conducts a mission analysis that considers the Mission, Threat, Environment, Available Resources, and Available Time to determine the key tasks and purposes, constraints and limitations, assumptions, and critical information requirements.
Plan3	The initial planning cell briefs regional bureau leadership on the results of the mission analysis and receives approval to proceed with deliberate planning.
Plan4	The Department establishes a formal bureau planning cell under the regional bureau with stakeholder/SME membership based on mission requirements determined during the mission analysis process.
Plan5	The bureau planning cell issues a notification order to all mission stakeholders that provides basic mission information and tailored results of the mission analysis. The notification order drives mission stakeholders to begin their own deliberate planning process at appropriate levels.
Plan6	The bureau planning cell develops courses of action based on the mission analysis and senior-level feedback.
Plan7	The bureau planning cell briefs regional bureau leadership on possible courses of action and receives approval to proceed with planning a single course of action or further develops multiple courses of action.
Plan8	The bureau planning cell further develops the chosen course of action into an operations plan and receives regional bureau leadership approval to issue the plan for action.
Plan9	The bureau planning cell issues the operations plan to all mission stakeholders.
Plan10	Based on operational plan requirements, the Department establishes a bureau implementation and support cell under the regional bureau that is responsible for executing the approved operations plan. Bureau implementation and support cell membership is determined by mission requirements and may or may not include members of the bureau planning cell.
Plan11	The bureau planning cell continues to support the bureau implementation and support cell by assisting with inspections and rehearsals of the operations plan with relevant mission stakeholders/SMEs, and continues to adjust the operations plan based

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

	on lessons learned during the rehearsal process.
Plan12	The bureau implementation and support cell executes the operations plan. The bureau planning cell monitors current operations to identify possible future operational planning tasks, and if identified, restarts the deliberate planning process.
Plan13	Following mission completion, the bureau planning cell, in conjunction with the bureau implementation and support cell conducts an after action review of the planning process and operational execution to identify lessons learned to apply to future missions.
Plan14	Lessons learned by the bureau planning and support cells are used to improve the overall DOS Deliberate Planning Process.

2 FAM Exhibit 423.5

Political Affairs (P)/Regional Bureaus

(CT:GEN-408; 05-30-2013)

P1	Political Affairs
P2	Host government or interim authorities approves deployment of DoD security element
P3	Work with Host government or interim authorities to negotiate FAST entry and any restrictions (uniforms)
P4	Contact diplomatic community
P5	Establish a channel to communicate with the host government or transitional authority
P7	Establish frequent communication with the US military

2 FAM Exhibit 423.6

Front Office

(CT:GEN-408; 05-30-2013)

P8	Front Office
P9	Submit credentials to local government
P10	Submit cable of Post Operation
P11	Implement support cell
P12	Create a communication plan with DC (daily conf call, twice daily sit rep,

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

	etc.)
P13	Staffing requirements: TDY (additional to allow staff to recover), needed positions (American, Local)
P14	Coordinate with DoD for protection if needed
P15	Notify protecting power if no longer needed
P16	Secure appropriate valuables: silver, china, cash, etc.
P17	Hold memorial service
P18	Hold Town hall when staff returns
P19	Recognize actions of staff
P20	Send official Lessons Learned Cable to Washington
P21	Recognize caretakers and LES that managed facilities during suspension
P22	Establish a channel to communicate with the host government or transitional authority
P23	Establish frequent communication with the US military
P24	Request that staff members complete the FSI course Managing a Crisis
P25	Consider having task force teams be managed by those with Operations Center or similar experience
P26	Create and test phone trees, including LE Staff
P27	Identify COM tasks that can be temporarily delegated to Washington, such as country clearance
P28	Ensure that all staff are familiar with alternate transportation routes to the embassy
P29	Ask LE Staff to maintain working-level host government contacts in case senior officials are unreachable
P30	Revise Emergency Action Plan
P31	Prepare the post for new attacks by understanding the physical layout of the post as well as ensuring that post leadership and the regional bureau understand what assets are available on a tailorable basis.

2 FAM Exhibit 423.7

Information Resource Management (IRM)

(CT:GEN-408; 05-30-2013)

IRM1	IRM
IRM2	Procurement - if equipment not available (up to 6 months lead time) who can be displaced in pipeline? (Bureau)
IRM3	Communications - IT - classified and unclassified; phones, radios, computers, satellite phones, COMSEC, other (IRM/ITI) Blackberries; GO fobs (IRM/MC)

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

IRM4	Small phone system - PBX, 4 week acquisition time (\$50K - 2013); medium - 6 weeks (\$450k); large - 8 weeks (\$850k) in 2013 (IRM/ITI)
IRM5	Create master IRM roster of TDY personnel available for return to post until permanent staff available + ISC LE staff list in country if possible (in conjunction with A/Regional Bureau/RIMC)including home locations/maps, personal e-mail and personal phone numbers
IRM6	Identify and coordinate any funding requirements for IRM related services and equipment with the supported bureau.
IRM7	Assemble, procure and pre-stage supplies & equipment for first tranche of returnees - most IT equipment has long lead time; 6 months or more for Classified items (IRM/ITI)
IRM8	Move equipment to the airport - Logistics to advise well in advance of flight location and departure to arrange delivery
IRM9	Obtain communications equipment needed for tranche 1, stage, ready for transport - should be arranged well in advance due to long lead times for IRM equipment
IRM10	Notify IRM and RIMC of establishment of post / plans for return - MCO, OPS SAs, RIMC, CLD
IRM11	Must also include Bureau Regional IMO who will assist in this coordination as well as the IRM Customer Liaison Division.
IRM12	I. Expeditionary Mode of Operation
IRM13	A. Voice Communications
IRM14	1. Satellite Phone
IRM15	a. Secure
IRM16	b. Unsecure
IRM17	2. Cell Phone
IRM18	3. Landline Telephone
IRM19	4. DS Tactical Radio
IRM20	5. DoS VHF/UHF E&E Radio
IRM21	6. Dos HF E&E Radio

UNCLASSIFIED (U)

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

IRM22	7. DoD/Other agency Radio
IRM23	8. Local guard force Radio
IRM24	B. Data Communications
IRM25	1. Satellite Link
IRM26	a. Tactical/DoD provided
IRM27	b. DTS-PO provided
IRM28	c. Commercial bandwidth (ENM)
IRM29	d. Bandwidth supporting DS specialized equipment (BF/GF Tracker)
IRM30	e. Generator needed? What size and fuel type?
IRM31	f. Satellite Transceiver Equipment
IRM32	(1) Mobile Satcom system
IRM33	(2) VSAT
IRM34	2. Terrestrial Link (local Internet)
IRM35	a. DTS-PO provided
IRM36	b. ENM provided commercial bandwidth
IRM37	c. Local contracted ISP
IRM38	3. Record Communications Equipment
IRM39	a. Basic Internet Communication system (BIC) Kits
IRM40	b. Secure High speed Area Reach back system (SHARK) Kit
IRM41	c. What kind and how many computers needed?
IRM42	d. UPS – DC purchase and ship or buy

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

	in target country?
IRM43	4. Global OpenNet Remote Access and User Accounts
IRM44	If User accounts are transferred versus using GO, where will they be located – post, DC or other embassy
IRM45	After departure, accounts should be moved to an OU that corresponds with the physical location of the user after evacuating.
IRM46	GO Remote Access can be considered as another option to stay connected to OpenNet resources.
IRM47	Need more RSA tokens, to support more GO remote access users, for a post in distress? If so Post's IRM office should contact their local RIMC and the Mobile Computing office in Washington.
IRM48	Waiver needed for LE Staff to use Remote Access? See 12FAM 682.2-1. For most countries, LE Staff can use Remote Access. Consult with your Post's RSO first, before granting remote access privileges to LE Staff.
IRM49	C. Courier/Pouch
IRM50	When to start and stop operations
IRM51	Agreement with government to allow class pouch in without x-ray
IRM52	3. Are there limits to how many bags/crates are allowed in and out with each delivery
IRM53	4. Does post have access to the tarmac
IRM54	5. Are there sustainable air carrier routes or will regular support flights be needed during initial phase
IRM55	II. Transition to Fixed Site Operation
IRM56	A. Voice Communications
IRM57	1. Satellite Phone
IRM58	a. Secure
IRM59	b. Unsecure

UNCLASSIFIED (U)

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

IRM60	2. Cell Phone
IRM61	3. Landline Telephone
IRM62	4. DS Tactical Radio
IRM63	5. DoS VHF/UHF E&E Radio
IRM64	6. Dos HF E&E Radio
IRM65	7. DoD/Other agency Radio
IRM66	8. Local Guard Force Radio
IRM67	9. Admin Radio
IRM68	B. Data Communications
IRM69	1. Satellite Link
IRM70	a. Tactical/DoD provided
IRM71	b. DTS-PO provided
IRM72	c. Commercial bandwidth (ENM)
IRM73	d. Bandwidth supporting DS specialized equipment (BF/GF Tracker)
IRM74	e. Satellite Transceiver Equipment
IRM75	(1) VSAT
IRM76	(2) Commercial Satcom system
IRM77	(3) X-band Satcom system
IRM78	2. Terrestrial Link (local Internet)
IRM79	a. DTS-PO provided
IRM80	b. ENM provided commercial bandwidth
IRM81	c. Local contracted ISP
IRM82	3. Record Communications Equipment

UNCLASSIFIED (U)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

IRM83	a. Secure High speed Area Reach back system (SHARK) Kit
IRM84	b. Mobile Information Programs Center (MIPC) Kit
IRM85	c. GITM Server Installation
IRM86	d. What kind and how many PCs needed?
IRM87	e. UPS – DC purchase and ship on support flight or buy in target country?
IRM88	Notify IRM management and RIMC of establishment of post / plans for return - MCO, OPS and other SAs, RIMC, Customer Liaison Division
IRM89	Must also include Bureau Regional IMO (RIMO) who will assist in this coordination, as well as any assisting bureau RIMO.

2 FAM Exhibit 423.8 Information Management Officer (IMO)/Washington IRM

(CT:GEN-408; 05-30-2013)

IRM90	IMO/Washington IRM
IRM91	Obtain excess equipment from safehaven post (if reestablishing)
IRM92	Obtain and test all emergency communication equipment
IRM93	Create communication plan and Emergency Destruction Plan; in case of destruction, check off items on list for later COMSEC reconciliation
IRM94	Create email accounts and determine need for mobile access
IRM95	Set up phones - landline, cell, and Satellite (test Satellite and ensure SIM cards are valid and have airtime)
IRM96	Iron-key thumb drives
IRM97	Shredder and shredder oil supply - Required to support classified printing. Should be purchased by Regional Bureau to meet DS requirements
IRM98	COMSEC Safe purchase - should be purchased by Regional Bureau to meet DS/IRM requirements
IRM99	COMSEC account: COSMEC may initially be on the account of a nearby post OR RIMC, OR the regional bureau, depending on the situation.
IRM100	MSO - remove PLA from suspended list and re-establish AMEMBASSY

UNCLASSIFIED (U)

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

	xxx address and set communication level (SBU or higher)
IRM101	DS Waivers or Exceptions for operation - REACH will work with DS/CMP, local RSO (if any) and the Regional Bureau to facilitate initial setup for SHARK or MIPC equipment and classified processing; Bureau will work with DS for physical approvals
IRM102	Determine IT account requirements:
IRM103	a. OpenNet accounts and GO or Blackberry requirements
IRM104	b. ClassNet accounts
IRM105	Email accounts - where stored (DC or post), who manages,
IRM106	Determine access requirements for off-shored data that may be stored away from post (FTP Site File Folders, Share Point site):
IRM107	Identify and arrange for personnel access to off-shored data
IRM108	Identify any technical requirements to access off-shored data from the deployed location
IRM109	Set up REACH kit
IRM110	BIC kit + other as determined by team; examples:
IRM111	Extra LCD monitor and printer Should add a computer and more than 1 is probably better.
IRM112	Scanner - procured by bureau or other embassy (IRM/DSB)
IRM113	Cables and plugs
IRM114	Paper
IRM115	Radio and charger - either part of stock taken in or spares from Radio Program Branch (IRM/RPB)
IRM116	Satellite phone + external antennae for use indoors
IRM118	A satellite phone manager should be designated, to avoid confusion
IRM119	Keep emergency contact lists with REACH kit (Ops Center, DS Command Center, RIMC, etc)
IRM120	Train some non-IMO staff on REACH's BIC kit (SHARK and MIPC must be run by IRM staff)
IRM121	Maintain a stock of classified material bags and seals
IRM122	Review IRM guide for handling sensitive communications equipment
IRM123	Post/Bureau coordinates with ENM to perform an assessment of core Enterprise network and active directory infrastructure (i.e., Routers, Switches, Domain Controllers, and encryptors)
IRM124	Post/Bureau coordinates reactivation of VPN bandwidth with local ISP and ENM
IRM125	Post/Bureau coordinates with DTS-PO for reestablishing DTS-PO supported customer bandwidth
IRM126	IRM and Regional Bureau coordinates bandwidth and network design requirements with ENM
IRM127	IRM and Regional Bureau coordinates funding for bandwidth requirements
IRM128	Post/Bureau coordinate with DTS-PO for reestablishing DTS-PO supported customer bandwidth

UNCLASSIFIED (U)

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

IRM129	Pouch mail - service availability/scheduling (A/LM/PMP)
IRM130	Change or update signatory and authority letters with Dispatch Office (USDO)
IRM131	Obtain documentation and equipment inventories
IRM132	(Re)establish telephone services: IRM personnel will need to be involved with telephone contracts to insure correct telephone service is contracted. Also there are 2 different types -- landline (what's on your desk) and cell phone (voice and data plans - most will have Blackberries or other mobile devices; some countries do not have Blackberry service) - these should be broken out.
IRM133	Obtain satellite phones -- IRM should have an inventory of these. Posts should have these before an emergency and should test them monthly; purchase external antennae for building so they can be used inside to improve safety
IRM134	Establish a wireless Internet link if possible, which tunnels OpenNet; be cognizant of separation required for wireless and any CAA space
IRM135	Install a radio base station in appropriate area
IRM136	Install VoIP units to provide telecommunications with the Embassy & State
IRM137	Install radio repeaters; ensure they are in different locations. Ensure they have battery backup, and check batteries often
IRM138	For earthquake prone areas, equipment should be safeguarded against seismic shock
IRM139	Distribute cell phones to all staff, including LE staff, in case of emergency - work with GSO for procurement/inventory
IRM140	Establish central operations area at post for small emergency task force (Comm center)
IRM141	Create a control room email address, and instruct the Task Force to send all communications to this address
IRM142	Ensure that TDY officers not typically assigned to the regional bureau can be added to any email DLs where high-urgency updates are distributed
IRM143	Request that DOD colleagues temporarily remove encryption from unclassified emails to improve speed of delivery
IRM144	IMO (Front Office - IRM Related)
IRM145	Obtain classified communication equipment - IRM will advise equipment needed and BPA (IRM/ITI)
IRM146	One binder of key disaster response information (EAP, tripwires, checklists, time conversion charts, maps, contact info)
IRM147	IMO (Emergency Action Committee - IRM Related)
IRM148	Develop plan to notify host government of status - Obtain HNA for Radio Frequencies
IRM149	Obtain approval from Host Nation to bring in classified pouch without being x-rayed

UNCLASSIFIED (U)

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

IRM150	Verify if there is a size or number limitations for pouch items
IRM151	Obtain access to tarmac to escort pouch items
IRM152	Delegate responsibilities for operational start up of post - equipment install - TDY Asst.
IRM153	Notify LE Staff of return or create a plan to hire LE staff (use contacts list from pre-departure - are ISC staff available?)
IRM154	IMO (CA items - IRM Related)
IRM155	Obtain sensitive supplies from safehaven location (neighboring post, DC) - PCs included? Need IRM to set up
IRM156	Server hard drives containing consular database media and backups - will need IRM to restore or CA in DC
IRM157	Retrieve from safehaven or establish Oracle server (hard drive) - IRM on site or CA in DC will perform?
IRM158	Install a radio base station in Consular
IRM159	IMO (Diplomatic Security - IRM Related)
IRM160	Coordinate and set-up a MSD dedicated Satellite communication channel through DOD - if needed; coordinate with IRM on satellite needs
IRM161	Set-up coordination meeting with the actual members of the first tranche (1 IRM)
IRM162	Obtain destruction kit (sledge hammers, nail guns, gloves, etc) - Standard IRM equipment for IPC
IRM163	Obtain list of names of personnel who may have secured the CAAs and how space was secured (if reestablishing) - previous IRM staff will have IPC/CTF info. Regional Bureaus should have that contact information.
IRM164	IMO (Management - IRM related)
IRM165	Obtain gear and supplied needed for first tranche of returnees - Tranche 0 will need BIC and radios at minimum (IRM/ITI)
IRM166	Determine number of people able to fly on cargo plane - if return method - best entry method for some equipment and COMSEC must be accompanied by IRM person.
IRM167	RIMC tech or TDY to learn SHARK kit setup, act as non-pro courier, and carry COMSEC (or REACH tech - already trained)
IRM168	Retrieve post valuables from safehaven location - to include stored classified and unclassified equipment
IRM169	Generators and fuel requirements - Need to determine size needed to support equipment; fuel availability (IRM/ITI)
IRM170	(Re)establish services: telephone (land and cell phones); Internet Service Provider (ISP); Fuel; electricity; power or UPS for radio towers and repeaters. Verify if cell phones can be arranged by LE Staff prior to arrival
IRM171	Oil Supply and Petrol Supply - for generator to maintain IRM equipment: Diesel or other? IRM's REACH branch has generators to

UNCLASSIFIED (U)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

	power initial equipment (IRM/REACH)
IRM172	IMO (Medical - IRM Related)
IRM173	Obtain all medical records - Stand alone computer needed to maintain privacy / HIPAA?

2 FAM Exhibit 423.9 Diplomatic Security Office of Operational Planning and Innovation

(CT:GEN-408; 05-30-2013)

DS1	Diplomatic Security -- Office of Operational Planning and Innovation
DS2	Receive the mission and conduct a mission analysis that considers the Mission, Threat, Environment, Available Resources, and Available Time to determine the key tasks and purposes, constraints and limitations, assumptions, and critical information requirements.
DS3	Brief DS Seniors on the results of the mission analysis and receive approval to proceed.
DS4	Issue a notification order to all mission stakeholders that provides basic mission information and tailored results of the mission analysis.
DS5	In coordination with all mission stakeholders, develop courses of action based on the mission analysis and senior-level feedback.
DS6	Brief DS Seniors on possible courses of action and receive approval to proceed with planning.
DS7	Further develop the chosen course of action into an DS operations plan.
DS8	Brief DS Seniors on the DS operations plan and receive approval for execution.
DS9	Issue the operations plan to all mission stakeholders for execution.
DS10	Conduct inspections and rehearsals with relevant mission stakeholders; adjust operations plan based on lessons learned.
DS11	Conduct the mission; constantly monitor current operations to identify possible future operations planning tasks, if identified, restart the planning process.
DS12	Following mission completion, conduct an after action review of the planning process and operational execution to identify lessons learned to apply to future missions.
DS13	Diplomatic Security -- Office of Mobile Security Deployments
DS14	Identify and coordinate interagency personnel, equipment, communication, and contingency requirements as needed.
DS15	Identify and coordinate intra-Department personnel, equipment, communication, and contingency requirements as needed.

UNCLASSIFIED (U)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

2 FAM Exhibit 423.10

Regional Security Officers (RSO)

(CT:GEN-408; 05-30-2013)

DS16	RSO
DS17	Existing properties inspected and evaluated by DoS Advance element
DS18	Fuel source located to support movement and accommodation
DS19	Security
DS20	Security Coordination
DS21	Review updated Risk Assessments
DS22	Review host countries' capacity & intent to provide for our protection
DS23	Static Security
DS24	Review updated Risk Assessments
DS25	Review host countries' capacity & intent to provide for our protection
DS26	Movement Security
DS27	Review updated Risk Assessments
DS28	Review host countries' capacity & intent to provide for our protection
DS29	Physical Security
DS30	Review updated Risk Assessments
DS31	Review host countries' capacity & intent to provide for our protection
DS32	Interagency Security Liaison
DS33	Review updated Risk Assessments
DS34	Review host countries' capacity & intent to provide for our protection
DS35	Security Staffing
DS36	Review updated Risk Assessments
DS37	Review host countries' capacity & intent to provide for our protection
DS38	Request EOD, Extraction, PR, and FAST Marines via Exec Sec Memo if appropriate
DS39	Establish Marine Security Guard Post if appropriate
DS40	Established OSPB appropriate security prior to entry of non-security personnel, or obtain appropriate waivers and/or exceptions
DS41	Obtain all essential and non-lethal weapons
DS42	Determine vehicle requirements (FAV and unarmored)
DS43	Secure all classified and sensitive documents (inc. biographic or investigative case files, personnel security files)
DS44	Coordinate potential contract for PRS/bodyguard support
DS45	Review local guard program requirements for protection USG facilities
DS46	Obtain documented list of destroyed/disabled weapons
DS47	Obtain keys and lists of combinations for security containers
DS48	Obtain safes, vaults, secure storage areas, and Controlled Access Areas
DS49	Obtain all classified and sensitive equipment and hard drives (GLID film roles, GLID hard drive, and supplies)

UNCLASSIFIED (U)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

DS50	Complete a Post Emergency Action Plan in coordination with the Country Team
DS51	Establish reporting plan with DC
DS52	Review security at all DOS/COM buildings:
DS53	Chancery
DS54	Other office space
DS55	All offsite office space
DS56	Warehouse
DS57	Residences
DS58	Marine House
DS59	American Consulates
DS60	Other
DS61	Emergency lighting and batteries
DS62	Generators and fuel requirements

2 FAM Exhibit 423.11 Public Affairs

(CT:GEN-408; 05-30-2013)

PA1	Public Affairs
PA2	Coordinate messaging strategy for opening of Post with PA, Bureau, DOD, NSS
PA3	In run-up to (re)deployment, R/PPR works with PA to make sure sufficient PD funds are available
PA4	Designate PAO for assignment at Post for preferably 6-month TDY (to ensure continuity)
PA5	Mobilize PA Fly Away Communications Team (FACT) for up to one month
PA6	Hire/re-hire local staff at Post
PA7	Procure supplies -- internet, Blackberries, local mobile phones, podium, American flags, cameras, dedicated vehicle, etc.
PA8	Develop list of PD contacts in media, civil society, education, etc.
PA9	Secure priority status for J (exchange) and F (student) visa interviews if possible; make arrangements for visa interviews for Fs and Js in neighboring countries if needed
PA10	Determine feasibility of bringing American exchange visitors to country
PA11	Launch website, Facebook, Twitter, and other online outreach tools as appropriate

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

2 FAM Exhibit 423.12

Public Diplomacy/PA

(CT:GEN-408; 05-30-2013)

PA12	Public Diplomacy/PAO
PA13	Mobilize/support PA Fly Away Communications Team (FACT) team
PA14	Coordinate messaging strategy for opening of post with Post, PA, Bureau(s), DOD, NSS
PA15	In run-up to (re)deployment, R/PPR works with regional bureau to make sure sufficient PD funds are available
PA16	IIP: manage Post website/social media until post is prepared to take over
PA17	IIP: translate communications and messaging materials
PA18	ECA: continue ongoing exchange programs, develop strategy for re-starting suspended programs and implementing new programs
PA19	Regional bureaus' PD offices identify FSOs, Civil Service, WAE employees with linguistic/regional skills and experience for permanent or TDY staffing.
PA20	Mobilize regional Hubs for support of regional media engagement, temporary personnel support (if needed)
PA21	Bring on board a PAO with crisis response expertise

2 FAM Exhibit 423.13

Human Resources (HR)

(CT:GEN-408; 05-30-2013)

HR1	HR
HR2	Inform host government of mass employment actions (severance, layoff)
HR3	Determine how benefit payments or social plan payments are to be made
HR4	Determine short term and long term staffing plan
HR5	Communicate staffing plan to staff
HR6	Determine staffing plan for ORE staff
HR7	Adjust allowances for post
HR8	Create master list of all LE Staff employees with photograph, home contact information, and ID numbers
HR9	Create master list of all other personnel at post
HR10	Update HR/EMS database
HR11	SMA applications submitted to the Regional Bureau for processing
HR12	OF-126 must be current (correct family status) and updated for ALL employees (even Con) using the self serv.

UNCLASSIFIED (U)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

2 FAM Exhibit 423.14

Human Resources Officer (HRO)

(CT:GEN-408; 05-30-2013)

HR13	HRO
HR14	Identify LE Staff who will be on payroll: work with CGFS to establish payroll procedures
HR15	Contact LE Staff for re-open
HR16	Inform host government of mass employment actions (severance, layoff)
HR17	Obtain documentation:
HR18	Personnel folders
HR19	Leave records
HR20	Review or establish local insurance contracts for LE Staff: medical, life, etc.

2 FAM Exhibit 423.15

Overseas Buildings Operations (OBO)

(CT:GEN-408; 05-30-2013)

OBO1	OBO
OBO2	Type and amount of office, residential, warehouse, and support space needed
OBO3	Occupancy date identified
OBO4	Rightsizing review completed for existing facility
OBO5	Surge and permanent positions identified (desk/non-desk, CAA/non-CAA, housing eligible)
OBO6	For agencies expected at new facilities, MOUs and NSDD-38 processes are completed
OBO7	Rightsizing review completed and date for next one identified
OBO8	Regionalization and consolidation considered
OBO9	Marine security guard detachment size identified, when appropriate
OBO10	Consular Affairs services and requirements identified, when appropriate
OBO11	Public Diplomacy / American Center requirements identified, when appropriate
OBO12	Post communication center (PCC) requirements identified
OBO13	Department of State's Under Secretary for Management approved reopening
OBO14	Congressional approval status identified, when appropriate
OBO15	Funding sources are budgeted / appropriated for temporary requirements
OBO16	Funding sources are budgeted / appropriated for permanent

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

	requirements
OBO17	Funding sources are budgeted / appropriated for housing requirements
OBO18	Real estate related
OBO19	Plan prepared identifying immediate, mid-term, and long-term real estate actions
OBO20	Immediate and interim actions implemented
OBO21	Construction related
OBO22	Existing facilities and utilities assessed and action plan developed
OBO23	Plan prepared identifying immediate, mid-term, and long-term construction needs
OBO24	Pre-construction planning surveys completed
OBO25	Cost estimates prepared
OBO26	Immediate and interim construction projects implemented
OBO27	Obtain approval from Front Office to begin construction plan

2 FAM Exhibit 423.16

Facilities

(CT:GEN-408; 05-30-2013)

OBO28	Facilities
OBO29	Obtain the following documents:
OBO30	Building/construction files
OBO31	Equipment inventories
OBO32	Review fire/life safety elements:
OBO33	Proper number of escape hoods and fire extinguishers
OBO34	Identification and signage of emergency exits
OBO35	Minimize accumulation of combustible material
OBO36	For tsunami prone areas, tsunami warning systems should be installed and routinely checked
OBO37	Staff housing requirements and proximity requirements (airport, ministries, port, other USG facilities, etc.) identified
OBO38	Is secure housing available in the local economy?

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

2 FAM Exhibit 423.17

Budget and Planning (BP)

(CT:GEN-408; 05-30-2013)

BP1	BP
BP2	When items are procured, sufficient resources and authorities exist within the bureau. When sufficient resources or authorities do not exist, a consolidated request is submitted via an Action Memo to M in order to obtain resources or authorities from the appropriate source.

2 FAM Exhibit 423.18

Financial Management Officer (FMO)

(CT:GEN-408; 05-30-2013)

BP3	FMO
BP4	Obtain budget and fiscal records
BP5	Obtain local currency
BP6	Obtain USG funds such as dollars, negotiable instruments, and blank checks
BP7	Establish appropriate bank accounts

2 FAM Exhibit 423.19

Consular Affairs (CA)

(CT:GEN-408; 05-30-2013)

CA1	Consular Affairs in coordination with Post
CA2	Scenario 1 (All necessary consular infrastructure is in place):
CA3	Confirm at least two in-country staff members have consular commissions.
CA4	Ensure that the facility housing consular section is certified by OBO and DS to become operable as a consular section.
CA5	Work with IMO and CA/CST to bring consular servers and IT systems back online with fully updated databases and software patches. If CST equipment is obsolete or damaged, post should work with CA and IMO to make repairs/procure replacements.
CA6	Work with CA/EX and post to facilitate shipment of consular accountable items either via the classified pouch, non-professional couriers, or other means.
CA7	Obtain an RSO approved safe dedicated to the consular section only.
CA8	Obtain consular accountable items from a neighboring post or Washington, including:

UNCLASSIFIED (U)U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

CA9	Emergency issuance passport books and foils
CA10	Consular dry and wet seals
CA11	Visa and passport foils
CA12	Create an inventory of all consular accountable items that are not inventoried electronically (e.g., consular seals).
CA13	Obtain a laptop or iPad and fob for field use.
CA14	Obtain official stationery and letterhead.
CA15	Obtain warden lists and Amcit registration data from OCS.
CA16	Obtain applications for passports, Consular Reports of Birth Abroad, Consular Reports of Death, and other necessary blank forms.
CA17	Obtain a cash advance for the consular cashier.
CA18	Bring back to duty existing consular staff and start hiring process if more staff is needed.
CA19	Ensure that consular staff are properly trained and equipped to perform their necessary duties in a manner consistent with 7 FAM, 9 FAM, and 7 FAH.
CA20	Obtain telephone service inside the consular section and cell phones.
CA21	Coordinate with RSO to ensure that the local guard force is in place and trained to serve the consular section.
CA22	In concert with CA and FO, establish protocols related to consular section levels of service (i.e., ACS only; ACS and limited NIV; ACS and NIV only; full services).
CA23	Establish and promulgate a Post visa referral policy that is in accord with the Worldwide Visa Referral Policy.
CA24	Before performing any consular operations, review and adhere to all pertinent Consular Management Controls Checklists found on CAWeb's Management Controls and Oversight webpage. Also, review the Consular Management Handbook (7 FAH-1), and direct any questions or concerns to the appropriate CA directorate. CA/EX is available to provide guidance and assistance.
CA25	With the exception of emergency ACS, post must request permission from CA before commencement of any consular operations.
CA26	Scenario 2 (Consular infrastructure is non-existent, incomplete, damaged, or obsolete):
CA27	Post and Washington should strive to establish a consular section that will be able to provide, at a minimum, emergency ACS services. After establishing basic emergency ACS services, post should work with CA, IMO, RSO, and OBO to expand first into provision of post issued emergency passports. Later, post may, with CA approval, increase ACS services to include issuance of regular passports, Consular Reports of Birth Abroad, and Consular Reports of Death. To do so, post should use the Scenario 1 checklist as appropriate and feasible in close coordination with CA.

UNCLASSIFIED (U)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

2 FAM Exhibit 423.20 Medical Office (MED)

(CT:GEN-408; 05-30-2013)

Med1	Medical Office:
Med2	Obtain medicine supplies
Med3	Obtain all medical records
Med4	Obtain all combinations, keys, safes, and security containers
Med5	Operational Med (Medicines; Programs): Review MEDEVAC point, status of health unit, identify new health problems that may have emerged such as cholera or typhoid
Med6	Obtain employee medical records

2 FAM Exhibit 423.21 Administration (A)

(CT:GEN-408; 05-30-2013)

A1	A
A2	Accommodations, Leasing, Construction, Physical Security
A3	A/LM could assist Post with the items above if they cannot be obtained locally.
A4	A/LM/OPS has pre-positioned supplies for DS, OBO, and IRM in Antwerp that can be shipped quickly to Post.
A5	Transportation: People and Things
A6	Depending on the requirement from the Bureau and/or the Washington Liaison Group (WLG), A/LM/OPS could transport supplies or personnel for Post.
A7	Procurement/Contracting
A8	Depending on the requirement from the Bureau and/or the Washington Liaison Group (WLG), A/LM/AQM could procure supplies or services for Post.
A9	Property Management
A10	The Office of Program Management and Policy (A/LM/PMP) can assist with property management related questions by providing guidance in areas of receipt, storage, property accountability, inventory management, property utilization, and disposal methods.
A11	Diplomatic Pouch and Mail (DPM)
A12	Work with Post to suspend or restart classified and unclassified pouch operations.
A13	Work with Post to suspend or restart Diplomatic Post Office (DPO) operations.
A14	Purchase Card - Authority for In-Bound GSO (A/LM/AQM)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

A15	Overseas Schools (A/OPR) - Information on School Availability/Options
A16	Domestic Office Space (A/OPR_ - Can assist with accommodating personnel returning to DC when posts are closed

2 FAM Exhibit 423.22 Executive Office (EX)

(CT:GEN-408; 05-30-2013)

EX1	EX
EX2	Travel orders for all traveling
EX3	Rebalance staffing from support locations to post as function returns to normal and workload shifts
EX4	Notify IRM and RIMC of establishment of post / plans for return - MCO, OPS SAs, RIMC, CLD
EX5	Must also include Bureau Regional IMO who will assist in this coordination as well as the IRM Customer Liaison Division.
EX6	Obtain gear and supplied needed for first tranche of returnees
EX7	Confirm life support (food, water, sanitation) requirements are adequate for first tranche of returnees
EX8	Assemble, procure and pre-stage supplies & equipment for first tranche of returnees
EX9	Move equipment to the airport
EX10	Move vehicles to the embarkation point
EX11	SMA applications submitted to the Regional Bureau for processing
EX12	OF-126 must be current (correct family status) and updated for ALL employees (even Con) using the self serv.

2 FAM Exhibit 423.23 Management Officer (MO)

(CT:GEN-408; 05-30-2013)

EX13	MO
EX14	Obtain sensitive documents from safe storage
EX15	Cross train personnel
EX16	Have a plan in place for hosting senior American and non-US visitors, even in the early days after entry
EX17	Establish a clear procedure for administering large numbers of TDY requests
EX18	Designate a central point of contact for concerns from the embassy community to minimize confusion/rumors
EX19	Ensure that communications channels exist which do not rely on host country telecommunications

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 8
FAM/FAH Template

EX20	Plan for multiple evacuation methods
------	--------------------------------------

2 FAM Exhibit 423.24 General Services Officer (GSO)

(CT:GEN-408; 05-30-2013)

EX21	GSO
EX22	Determine customs fees and paperwork for inbound containers and provide authority letters to host government MFA
EX23	Communicate access authority to local/diplomatic police
EX24	Determine possibility of recovery of valuables and personal effects from secure compounds
EX25	Retrieve post valuables from safehaven location
EX26	Obtain the following documents:
EX27	Business and commercial contacts
EX28	Contract files
EX29	Procurement files
EX30	Equipment inventories
EX31	Determine housing needs: Obtain leases; security; etc
EX32	Notify landlords of responsibility for property security
EX33	(Re)establish services: telephone, electric, gas
EX34	Maintain spare batteries for all electronic devices
EX35	Motorpool:
EX36	Establish local vehicle insurance
EX37	Obtain diplomatic plates from host government
EX38	Obtain inventory of all vehicles (GOV and POV) including make, model, license plate, and VIN (including photographs)
EX39	Obtain battery and key for armored vehicles
EX40	Obtain all keys
EX41	Create emergency kits for vehicles: gas cans, jumper cables, spare tires, etc.